

NORTHSTAR DIGITAL | The Next Growth Engine

Strategic investment review: scaling the core agency versus building recurring revenue



Reporting date

13 October 2026

Decision requested

€25,000 validation stage of a €60,000 launch

Version

Revised after investment-committee audit

STRICTLY CONFIDENTIAL

Fictional company · all figures are an internal dataset, not market research

Recommendation: fund a €25,000 validation stage now; the full €60,000 is not yet justified

PREFERRED DIRECTION · OPTION C, CONTROLLED HYBRID

Keep growing the core. Use Stage 1 to standardise and reprice maintenance and to measure demand, hours and price. Release more only if the evidence beats the fully loaded base case.

€25k

Stage 1, approve now

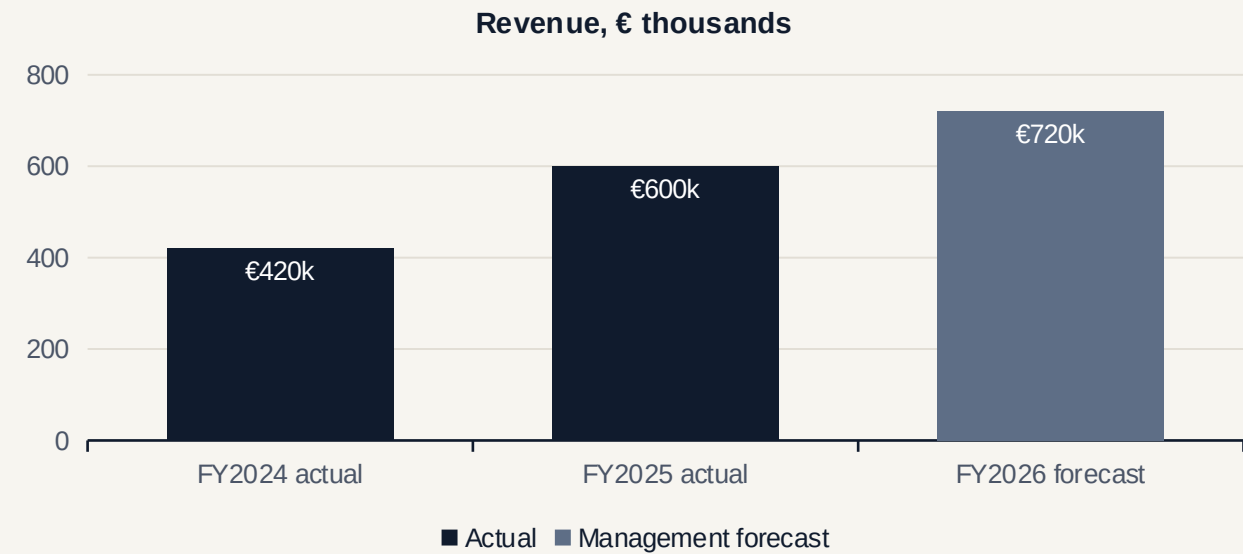
€35k

Two tranches, gated

THE PROBLEM	THE ECONOMICS	THE RISK	THE CORE, IN PARALLEL
Website and CRO projects are 52% of FY26F revenue, five clients are 34%, and the founder still carries sales and delivery decisions.	Gross, the base case pays back in month 15. Fully loaded for cannibalisation, acquisition cost and churn: month 28. The downside does not pay back within five years.	Committing all €60k at once needs up to €82–90k of cumulative cash on the fully loaded view. Stopping after Stage 1 limits the loss to about €35k.	A 45% web-margin target (from 40%) would add €15k of gross profit a year. It applies under every option and is not credited to C.

Fully loaded = 40% of customers migrated from legacy maintenance at €149, €500 CAC per new customer, 2% monthly churn replaced. All illustrative (slide 12, Appendix A2).

Revenue grew 71% in two years and margins improved, but FY2026 is still a forecast



WHAT IT SHOWS

EBITDA margin rose 4.25 points. In FY2025 both gross margin and cost ratio improved; the FY2026 gain comes from gross margin (+1.75 points) while the cost ratio rises from 37.0% to 37.5%.

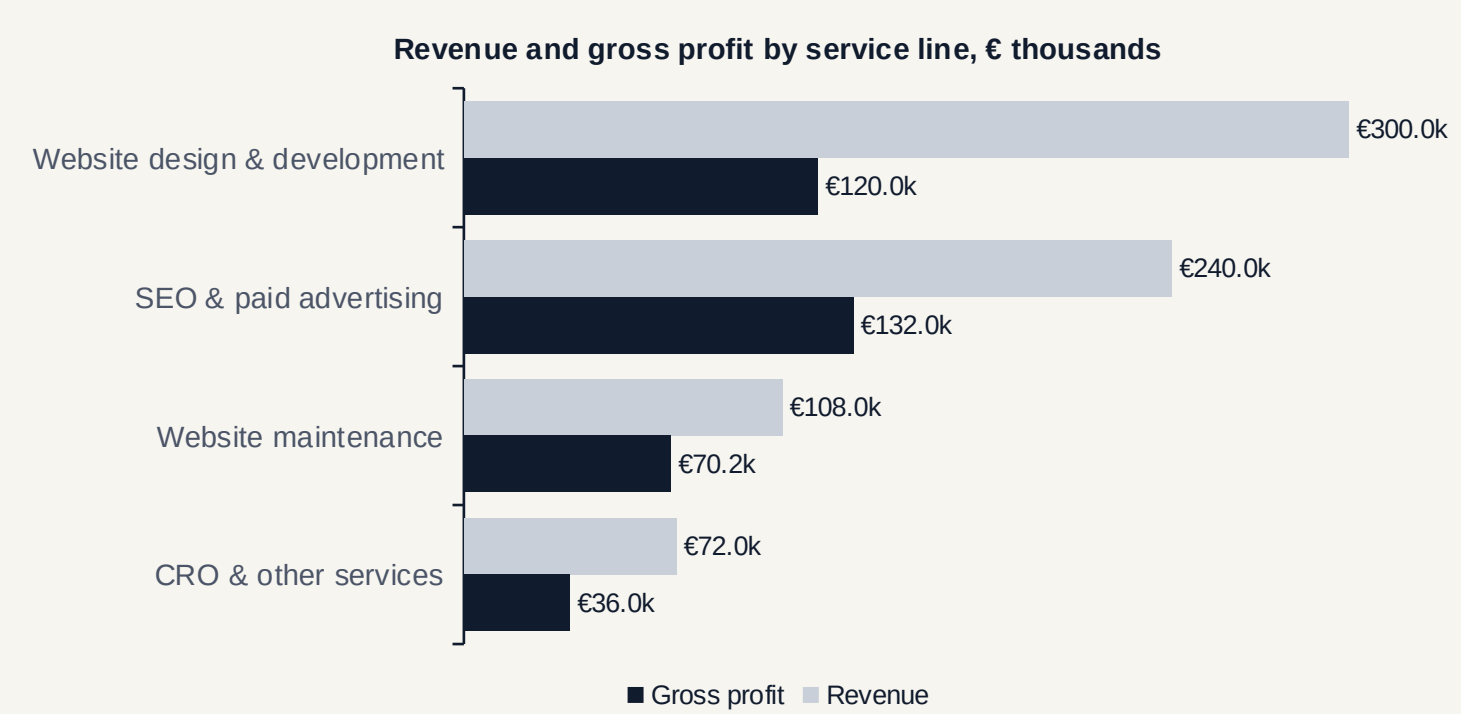
WHAT IT DOES NOT SHOW

- How much of the forecast €120k increase is already contracted.
- How concentrated the growth is among the top five clients.
- How much EBITDA converted to cash.
- Growth is slowing: 42.9% to 20.0%.

	FY2024	FY2025	FY2026F
Growth, year on year	n/a	+42.9%	+20.0%
Gross margin	46.0%	48.0%	49.75%
Operating costs, % of revenue	38.0%	37.0%	37.5%
EBITDA margin	8.0%	11.0%	12.25%
EBITDA, € thousands	33.6	66.0	88.2

Source: management accounts FY2024–25; management baseline forecast FY2026. Operating costs implied as gross profit less EBITDA (Appendix A1).

Projects bring in most of the revenue; maintenance earns the highest margin



Service line	Margin	Share of GP
Website design & dev	40%	33.5%
SEO & paid advertising	55%	36.9%
Website maintenance	65%	19.6%
CRO & other	50%	10.1%
Total / weighted	49.75%	100%

Websites: 42% of revenue but only 34% of gross profit.

Maintenance: 15% of revenue, 20% of gross profit, at €112.50 per customer a month.

Unknown: whether SEO and ads (€240k) are monthly retainers. If so, recurring revenue is already near half.

Weighted gross margin = €358.2k ÷ €720k = 49.75%, identical to the management baseline: no rounding difference (Appendix A1).

Five structural constraints limit how far the current model can scale

Constraint	Evidence · supplied fact	Interpretation · management judgment
Revenue concentration	Top five clients are 34% of revenue: about €245k of the FY26F baseline, €49k each on average.	Losing one average top-five client would remove about 6.8% of revenue, a point any investor will probe.
Founder dependence	The founder leads sales, key accounts and operating decisions.	Founder hours cap new business and any second initiative, CARE included.
Delivery capacity	Eight FTE deliver €720k: €90k of revenue per FTE in FY26F.	If productivity holds, each extra €150k of revenue needs about 1.7 more FTE.
Project volatility	Website and CRO projects are €372k, 52% of FY26F revenue.	Project revenue must be resold each year. Whether SEO and ads are retainers is not in the data.
Maintenance offer	80 customers, €9,000 MRR (€112.50 each), bespoke terms, no record of hours.	The highest-margin line (65%) is under-priced and unmeasured, so its true cost is unknown.

LIQUIDITY €110k cash covers about 2.1 months of FY26F cash costs (€52.7k a month). Receivables €95k less payables €55k = +€40k, but collection timing is unknown, so receivables are not counted as cash.

Cash cost base = FY26F revenue less EBITDA, spread evenly by month; ignores payment timing, tax and capex (Appendix A1).

Three paths, each trading cash at risk against the quality of revenue

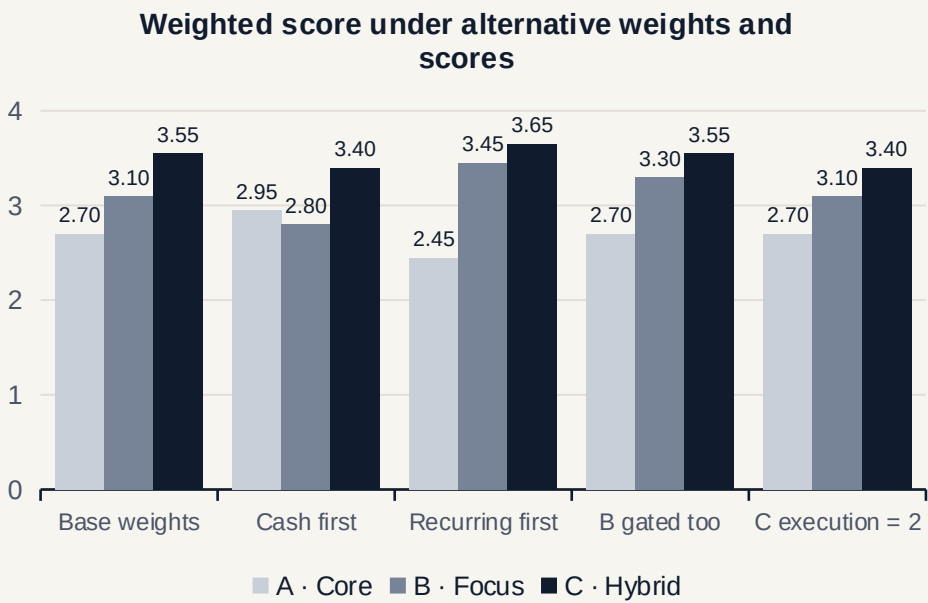
	Option A · core agency scale	Option B · CARE as the focus	Option C · controlled hybrid (recommended)
What it means	Grow websites, SEO, ads and CRO; no CARE launch	Commit the full €60k; founder and delivery focus move to CARE	Core keeps its plan; CARE run by a named lead, funded in gated stages
Capital up front	None; hires follow revenue	€60k at once, plus €4k a month fixed from launch	€25k plus run costs; about €35k at risk to day 90
Quantified case (illustrative)	€150k more project revenue at 47% margin adds about €70.6k of gross profit a year, with about 1.7 FTE hired ahead of revenue	Fully loaded base: €5.3k a month after fixed costs from month 13; payback month 28	Same CARE economics if gates pass; if stopped at day 90, loss about €35k
What breaks it	Losing a top-five client; founder bandwidth	Weak net-new demand, churn, support hours, neglected core clients	Two priorities competing for founder and delivery time
Reversibility	High	Low once the €60k is spent	High at day 90, though sunk costs make stopping harder in practice

Not a separate option, but the low-cost fallback in every case: standardise and reprice the 80 legacy maintenance accounts. At €149 this is revenue-neutral if at least 76% accept, and worth up to €22.8k of contribution a year if all do.

Option A uses the FY26F blended project margin (web, SEO/ads, CRO = 47.1%) and €90k revenue per FTE. B and C cash figures from the ramp model, slide 12 and Appendix A2.

The hybrid leads under every weighting tested, but by margins that rest on judgment

Criterion	Weight	A · Core	B · Focus	C · Hybrid
Risk-adjusted economic return	25%	3	3	4
Cash requirement and downside protection	20%	4	2	3
Revenue predictability	15%	2	5	4
Execution feasibility and delivery capacity	15%	3	2	3
Reduced founder dependence	10%	1	3	3
Strategic optionality and enterprise value	15%	2	4	4
Weighted score	100%	2.70	3.10	3.55



Key assumption: C outscores B on return because it keeps the core plan intact while buying the CARE upside as an option. That is judgment, not measurement.

Where the lead narrows: gating B as well cuts C’s lead to 0.25; scoring C’s execution at 2 cuts it to 0.30; if C’s return were 3, B and C tie at 3.45 under recurring-first weights.

Weighted score = $\sum (\text{weight} \times \text{score})$, scores 1 (weak) to 5 (strong) agreed by management. Cash first: cash 35%, return 20%. Recurring first: predictability 25%, optionality 20%.

NORTHSTAR CARE turns informal maintenance into three defined service tiers

Essential

€149/month

Brochure sites · 30 min support a month

Monthly updates, daily backups, uptime and security monitoring, monthly report

Growth

€299/month

Lead-generating sites · 1.5 h support

Everything in Essential, weekly updates, performance checks, written response targets

Priority

€499/month

Revenue-critical sites · 3 h support

Everything in Growth, staging-tested updates, priority response window, quarterly review

Dimension	Ad hoc maintenance today	NORTHSTAR CARE
Scope	Agreed case by case	Published tiers and inclusions
Response	Informal expectations	Written response targets per tier
Price	€112.50 average, bespoke	€149–€499; €229 modelled average
Evidence	No support-hour data	Hours and tickets logged per customer

SERVICE BOUNDARIES AND THE HOURS PROBLEM

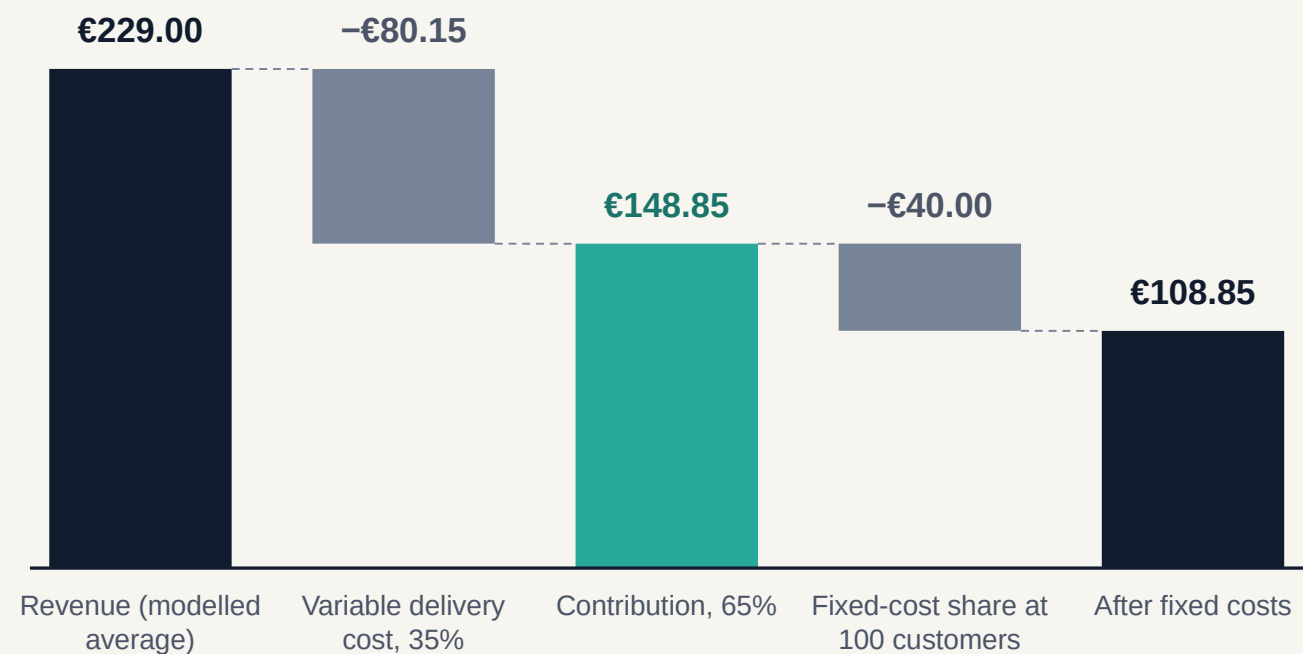
No unlimited development; work beyond the allowance is quoted. Uptime and security are monitored with response targets, not guaranteed. Terms need legal review.

At a 60/30/10 tier mix, fully used allowances average 1.05 h per customer, leaving about 0.6 h for routine work inside the 35% cost budget.

Prices excl. VAT. Segments: Northstar-built sites, current maintenance customers, SMB sites built elsewhere. €229 ≈ a 60/30/10 tier mix, which is unvalidated.

One average customer contributes €148.85 a month before fixed costs

From revenue to contribution, € per customer per month



Gross margin

Service-line revenue less direct delivery cost. Maintenance today: 65%.

Contribution margin

CARE revenue less variable delivery cost: 65% of €229. Not yet profit.

EBITDA

After the €4,000 monthly CARE fixed cost and company overheads. The €60k launch is an investment outflow; its accounting treatment depends on what it buys.

Payback

Cumulative cash after the €60k outflow. It also needs the ramp, acquisition cost and churn (slide 12).

Fixed share per customer = €4,000 ÷ customers: €66.67 at 60, €40.00 at 100, €28.57 at 140. €229 and 35% are modelling assumptions. Bars are drawn shapes on one € scale.

27 customers cover the fixed costs; recovering €60,000 needs far more

OPERATING BREAK-EVEN

27

€4,000 ÷ €148.85 = 26.9 customers. Covers recurring fixed cost only.

RECOVER €60K IN 24 MONTHS

44

(€4,000 + €2,500) ÷ €148.85 = 43.7 customers, held from launch.

RECOVER €60K IN 12 MONTHS

61

(€4,000 + €5,000) ÷ €148.85 = 60.5 customers, held from launch.

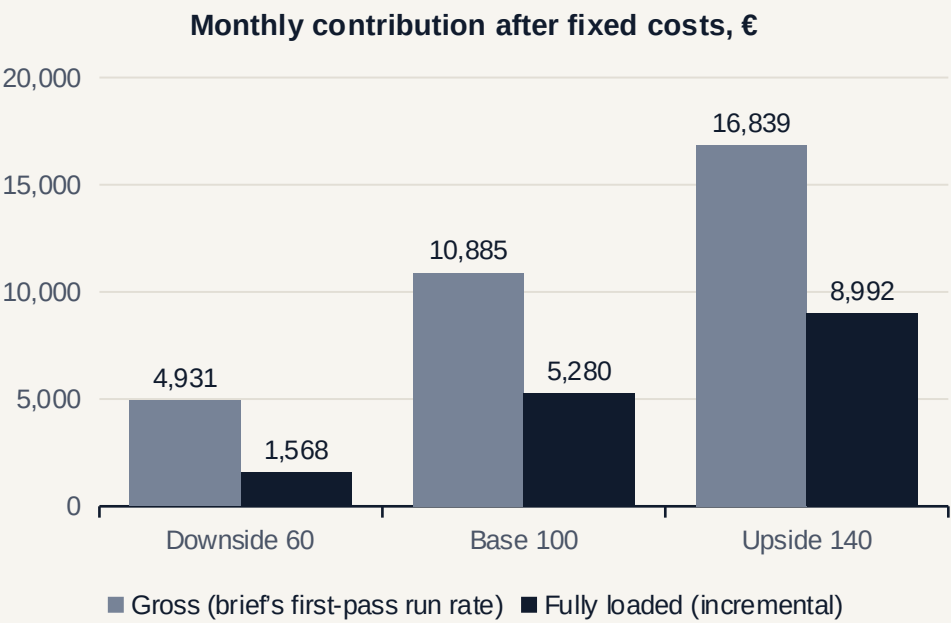
Paying customers needed (thresholds above the line) against month-12 scenario counts (below)



Recovery counts assume the customer base exists from launch, which no launch achieves; scenario counts are reached only after 12 months of selling. Ramp view: slide 12.

Month-12 run rates look healthy in every scenario, but they are gross of cannibalisation, acquisition cost and churn

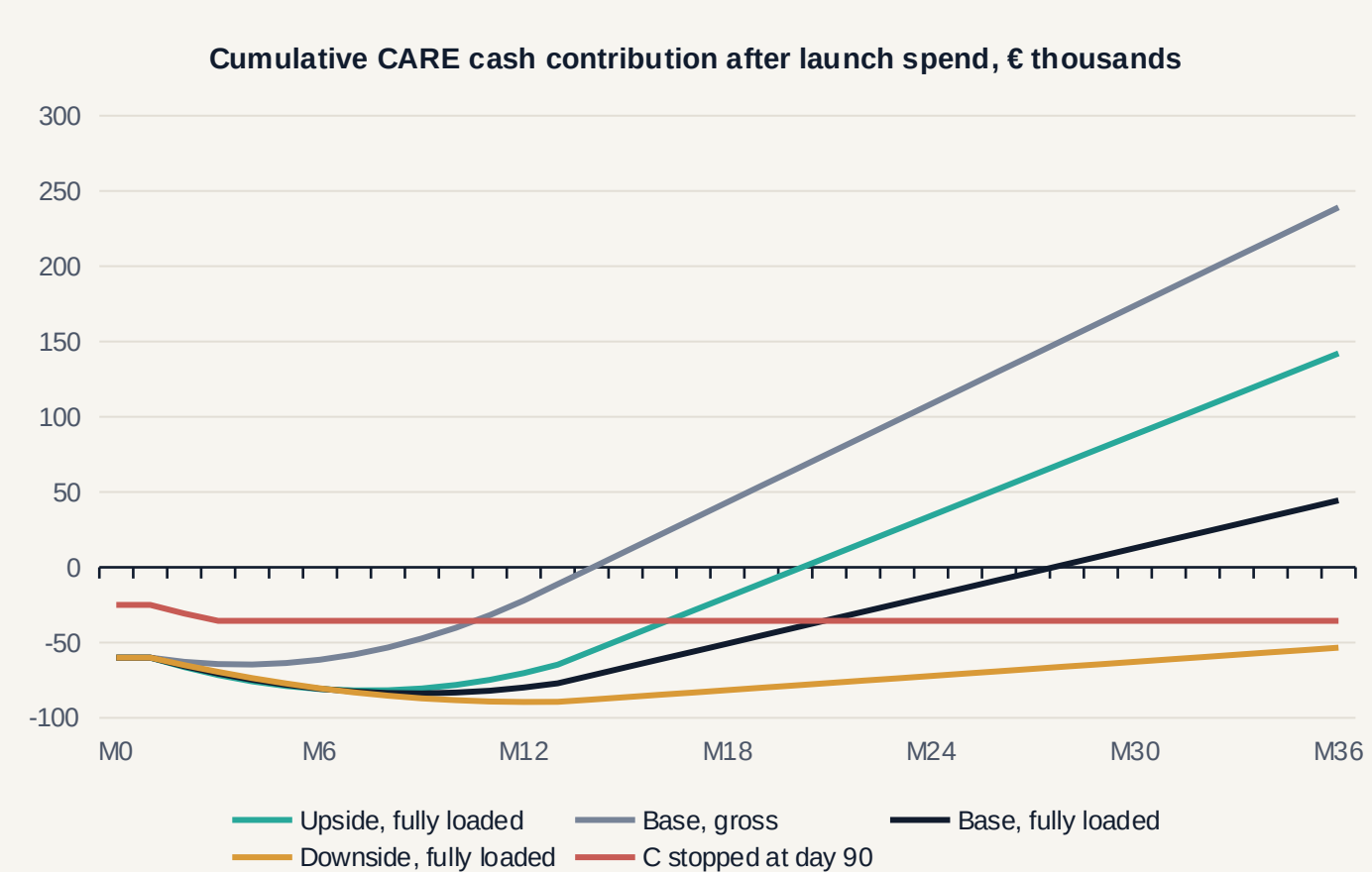
Month 12 after launch, €	Downside	Base	Upside
Paying customers (total)	60	100	140
MRR (all at €229)	13,740	22,900	32,060
ARR, run rate (MRR × 12)	164,880	274,800	384,720
Variable delivery cost (35%)	4,809	8,015	11,221
Contribution before fixed costs	8,931	14,885	20,839
Contribution after €4,000 fixed	4,931	10,885	16,839
Same, fully loaded (steady state)	1,568	5,280	8,992



Fully loaded: 40% of customers are migrated legacy accounts on Essential (each adds only €23.73 over today's €73.13), every new customer costs €500 to win, and 2% a month churn is replaced. The downside then earns €1.6k a month, barely above zero.

ARR is a run rate, not year-one recognised revenue (base, gross: €126k) or cash collected. Comparing it with €60k is not a payback calculation (slide 12).

Fully loaded, the base case pays back in month 28; stopping at day 90 caps the loss at about €35k



Scenario	Trough	At M24	At M36	Paid back
Upside, fully loaded	-81.8	34.2	142.1	M21
Base, gross	-64.6	108.5	239.1	M15
Base, fully loaded	-83.8	-19.0	44.4	M28
Downside, fully loaded	-89.5	-72.2	-53.4	M71
Stopped at day 90	-35.6	-35.6	-35.6	n/a

€ thousands. Gross downside pays back in M24, gross upside in M12.

Timing: investment at M0 (C: €25k at M0, €35k at M3), build in M1, selling and €4k fixed cost from M2, linear ramp to the M12-after-launch count, flat after. Undiscounted; no tax, VAT or payment timing. The stop case counts pilot CAC on top of Stage 1, so it is conservative.

Staging does not change the cumulative curve if gates pass; its value is the cheaper stop. Fully loaded inputs are illustrative (Appendix A2).

At 1.0–1.5 hours per customer, the base case needs 0.8–1.25 technicians, and cover needs two trained people

Technician FTE needed 12 months after launch (120 productive h per FTE a month)

Hours per customer a month	60 customers	100 customers	140 customers
0.5 h	0.25 FTE · 30 h	0.42 FTE · 50 h	0.58 FTE · 70 h
1.0 h	0.50 FTE · 60 h	0.83 FTE · 100 h	1.17 FTE · 140 h
1.5 h	0.75 FTE · 90 h	1.25 FTE · 150 h	1.75 FTE · 210 h

Amber = more than one full technician. Planning range is 1.0–1.5 h because fully used allowances alone average 1.05 h (slide 8).

Two-person minimum

Written response targets need holiday and sickness cover, so at least two people must be trained on CARE whatever the FTE maths says.

Cost ceiling at about 1.6 hours

Above it, the 35% variable-cost assumption breaks (illustrative €40/h loaded cost plus €15 tooling).

Ramp load on top

Onboarding at an assumed 3 h per new customer adds about 25 h a month (0.21 FTE) in the base case.

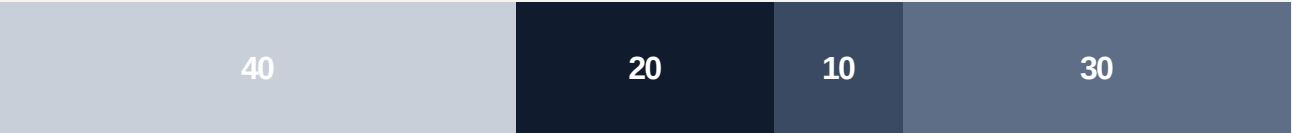
Evidence before scaling

60 days of logged hours per customer, allowance use, incident spikes, onboarding time.

Simplified: ignores ticket complexity, incident clusters, admin, on-call standby and the 80 legacy accounts that do not migrate (Appendix A4).

Reaching 100 customers needs four channels, and only 60 of them would be new demand

Paying customers 12 months after launch, by source



Legacy migration (repackaged) Cross-sell to web clients
Referrals and partners Search and outbound

Channel	Customers	Hypothesis behind the number
Legacy migration	40	Half of today’s 80 accounts accept a tier
Cross-sell to web clients	20	About 40 launches a year, half attach CARE
Referrals and partners	10	Hosting, freelancer and accountant partners
Search and outbound	30	300 leads × 40% qualify × 25% convert

What the €5k Stage 1 test can and cannot show

With no channel today, it buys a first CAC reading, not 300 leads. The search-and-outbound line in the table is the least supported number on this slide.

€893

Max CAC for 6-month payback

€1,786

Max CAC for 12-month payback

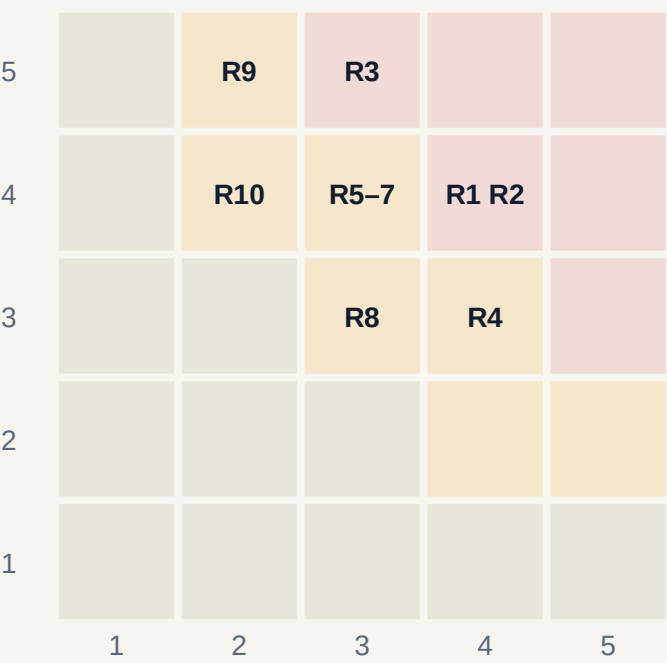
Ceilings use €148.85 contribution before fixed costs and churn; they are limits, not estimates.

Retention: onboarding inside 14 days, first report at day 30, quarterly reviews for Growth and Priority.

No conversion rate, CAC or churn figure here is an observed company metric. LTV is not shown because churn is unknown (Appendix A3).

Four risks dominate: net-new demand, founder capacity, launch cash and cannibalisation

Impact (rows) × probability (columns)



Red: score 15+ · amber: 8–14 · grey: under 8. R5 support hours, R6 churn, R7 core neglect, R8 CAC, R9 security and SLA, R10 service quality.

Risk · score · owner	Early warning	Mitigation	Response if triggered
R1 Weak net-new demand · 16 · CEO	Fewer than 9 new (non-migrated) customers by day 90	CARE in every web proposal; partners before paid search	Hold Stage 2; keep CARE as a retention offer
R2 Founder capacity · 16 · board advisor	Core pipeline below plan for two months	Named CARE lead; founder limited to pricing and partners	Pause CARE selling until the core recovers
R3 Launch cash · 15 · CFO	Cash heading below the €60k floor	Staged release; monthly cash report to the board	Freeze CARE spend; defer Stage 2
R4 Cannibalisation · 12 · head of delivery	Migrated share above 40%, or legacy churn above 10%	Migrate in cohorts; 12-month transition price	Re-tier Essential before the next cohort

Scores = probability × impact, each 1–5, management judgment. The R2 owner sits outside the founder so the risk is not self-assessed. Full register: Appendix A5.

A 90-day plan tests the economics before any of the remaining €35,000 is released

G0 · day 30 · ready to sell

G1 · day 90 · board gate, 19 Jan 2027

G2 · month 6 · retention check

Days 1–30 · Build · head of delivery

- Tier specs and SLA terms, legal review
- Monitoring and hour logging live
- Segment the 80 legacy accounts by fee and effort
- CFO resets web scope and pricing templates

Depends on: hour logging before any migration

Days 31–60 · Pilot · CARE lead

- Launch; offer tiers to a first cohort of 20 legacy accounts
- CARE attached to every web proposal
- Sign three referral partners
- Track hours, tier mix and acceptance weekly

Depends on: G0 sign-off by the CEO

Days 61–90 · Prove · CEO and CFO

- Capped search and outbound test (€5k)
- First CAC reading by channel
- Gate pack: cohort, hours, cash, core gross profit
- Recommendation on tranche 1

Depends on: 30+ days of hour data

STAGE 1 · €25K Service design and legal €6k · tooling and automation €8k · onboarding and reporting €6k · acquisition test €5k. Plus €4k a month run cost from the day-31 launch: about €33k outlay to day 90.

The €25k split is a proposal, not quotes; staging may cost slightly more than one launch. Stage 2: €20k at G1, €15k at G2 after first retention data.

Eight indicators, with targets set before launch, will govern the product

Lagging · used at G1, G2

MRR

Target €3.3k at day 90; €19.7k 12 months after launch (fully loaded base)

Trigger Under €2.0k at day 90

Leading · used at G1

New customers

Target 9+ new (non-migrated) by day 90, then about 5 a month

Trigger Under 6 new at day 90

Lagging · used at G2

Monthly churn

Target 2% ceiling, reset once six months of data exist

Trigger Above 3% a month

Lagging · used at G2

Contribution

Target Positive after fixed costs from 27 customers

Trigger Still negative six months after launch

Leading · used at G1

CAC by channel

Target €500 or less (model input); hard ceiling €893

Trigger Above €893

Leading · used at G1, G2

Hours per customer

Target 1.25 h median, allowance use logged

Trigger Above 1.6 h

Leading · used at G1, G2

Service quality

Target 95% of tickets inside response targets

Trigger Under 90%, or any open severity-1

Lagging · reviewed monthly

Cash impact

Target Stage 1 outlay about €33k or less

Trigger Company cash under €60k

G1 = day-90 board gate, G2 = month-6 retention review. Suggested thresholds, not benchmarks. No actuals exist yet; CAC is measured from the day-61 test.

The board is asked to approve €25,000 now, with gate reviews on 19 January 2027 and in April 2027

1	Approve Option C, the controlled hybrid, as the strategy for the next 12 months.	At the day-90 gate · suggested management thresholds (base pace ≈ 17 customers, 10 of them new)	
		Accelerate	23+ paying, 14+ new, ARPU €229+, 1.0 h or less. Release tranche 1; start hiring when projected load passes 0.75 FTE.
2	Release Stage 1: up to €25,000 plus the €4,000 monthly run cost from launch, about €33,000 to day 90.	Proceed	15+ paying, 9+ new, ARPU €200+, 1.25 h or less, legacy churn 10% or less, cash €60k+, core gross profit 95%+ of plan. Release tranche 1.
3	Hold the remaining €35,000 as two tranches: €20,000 at the January gate and €15,000 in April after first retention data. Monthly CFO cash report against a €60,000 floor.	Revise	10–14 paying or 6–8 new, ARPU €180–200, or 1.25–1.6 h. Re-price or re-scope tiers; hold Stage 2 up to 60 days.
		Stop	Under 10 paying or 6 new, over 1.6 h, cash under €60k, or core gross profit under 90% of plan. End CARE spend; keep the repriced, standardised maintenance.

Day-90 paces assume selling from day 31: downside 10, base 17, upside 23 paying customers. Thresholds are proposals for the board to amend.

The FY2026 service-line data reconciles exactly to the baseline; no rounding difference

Line · formula, € thousands	FY2024	FY2025	FY2026F
Revenue	420.0	600.0	720.0
Growth, y/y	n/a	42.9%	20.0%
Gross profit = revenue × GM	193.2	288.0	358.2
Opex = gross profit – EBITDA	159.6	222.0	270.0
Opex, % of revenue	38.0%	37.0%	37.5%
EBITDA = revenue × margin	33.6	66.0	88.2
EBITDA margin	8.0%	11.0%	12.25%

FY2026F line, € thousands	Revenue	GM	Gross profit	GP share
Web design and development	300.0	40%	120.0	33.5%
SEO and paid advertising	240.0	55%	132.0	36.9%
Website maintenance	108.0	65%	70.2	19.6%
CRO and other	72.0	50%	36.0	10.1%
Total / weighted	720.0	49.75%	358.2	100%
Projects only (excl. maintenance)	612.0	47.1%	288.0	80.4%

Reconciliation. $\text{EBITDA} = 358.2 - 270.0 = 88.2 = 12.25\%$ of revenue, equal to the baseline.

Working capital. Receivables 95 – payables 55 = +40, but receivables are not cash: collection timing and bad-debt risk are unknown.

Liquidity. Cash costs = $720.0 - 88.2 = 631.8\text{k}$, 52.65k a month. Cash cover $110 \div 52.65 = 2.1$ months; 0.95 months after a €60k outlay.

Concentration. Top five = $34\% \times 720 = 244.8\text{k}$ (avg 49.0k, 6.8% each). Maintenance $9.0\text{k} \times 12 = 108.0\text{k}$ ties to the service line.

FY2024–25 opex implied from supplied margins. The 34% concentration is applied to the FY26F baseline because its period basis is not specified.

Gross and fully loaded results, with every input the ramp uses

Case, € thousands	Trough	At M24	At M36	Payback
Downside 60, gross	−68.8	4.3	63.5	M24
Base 100, gross	−64.6	108.5	239.1	M15
Upside 140, gross	−62.8	212.7	414.8	M12
Downside 60, fully loaded	−89.5	−72.2	−53.4	M71
Base 100, fully loaded	−83.8	−19.0	44.4	M28
Upside 140, fully loaded	−81.8	34.2	142.1	M21
Stopped at day 90	−35.6	−35.6	−35.6	n/a

Input or formula	Value
Contribution per customer	€229 × 65% = €148.85
Customers in month m	$N \times \min(\max(m - 1, 0), 12) \div 12$
Fixed cost	€4,000 a month from M2 (launch)
Launch spend	B: €60k at M0 · C: €25k M0 + €35k M3
Migrated share and price	40% of N at €149 (fully loaded)
Legacy contribution given up	€112.50 × 65% = €73.13 each
CAC	€500 per new customer incl. churn replacement
Churn	2% a month of new customers, replaced
Year-one revenue, base gross	€126.0k vs €274.8k ARR

Fully loaded inputs are illustrative. Downside fully loaded pays back in M71. Not modelled: discounting, tax, VAT, payment terms, tier-mix drift.

Every funnel rate is a hypothesis; a defensible LTV-to-CAC needs six data sets first

Channel	Hypothesis	Result
Legacy migration	80 accounts × 50% accept	40
Cross-sell	About 40 launches a year × 50% attach	20
Partners	3 partners, 3–4 customers each	10
Search and outbound	300 leads × 40% × 25%	30
Total	Of which new demand: 60	100

Minimum data before an LTV-to-CAC is credible

1. Monthly logo churn by cohort, six months or more
2. Realised tier mix and ARPU
3. CAC by channel, including founder and sales time
4. Support hours and allowance use per customer
5. Upgrades, downgrades and net revenue retention
6. Legacy migration acceptance and loss rates

Monthly churn	Life, months	Contribution LTV	LTV ÷ €500 CAC
1%	100	€14,885	29.8
3%	33	€4,962	9.9
5%	20	€2,977	6.0

Legacy repricing check. Moving all 80 accounts from €112.50 to €149 adds €2,920 MRR (€22.8k contribution a year at 65%) if all accept. It is revenue-neutral if 75.5% accept (112.50 ÷ 149).

Illustrative only: $LTV = €148.85 \div \text{churn}$, undiscounted, ignores gross-profit retention, so it overstates value.

No conversion rate, CAC or churn figure here is an observed company metric. €500 CAC is an illustrative input, also used on slides 11 and 12.

Tier allowances fit the 35% cost budget only if routine work stays well under an hour

Input (all illustrative)	Value
Productive hours per technician a month	120 (160 paid × 75%)
Support hours per customer tested	0.5 · 1.0 · 1.5
Onboarding per new customer	3 h, one-off
Loaded technician cost	€40 an hour
Tooling per customer	€15 a month
FTE = customers × hours ÷ 120	100 × 1.0 ÷ 120 = 0.83
Hour ceiling = (€80.15 – €15) ÷ €40	1.63 h

Tier	Variable budget	Hours it buys	Allowance	Left for routine
Essential €149	€52.15	0.93 h	0.5 h	0.43 h
Growth €299	€104.65	2.24 h	1.5 h	0.74 h
Priority €499	€174.65	3.99 h	3.0 h	0.99 h
60/30/10 mix	€80.15	1.63 h	1.05 h	0.58 h

Hours it buys = (budget – €15 tooling) ÷ €40. If customers use their full allowance, only about 0.6 h a month is left for updates, monitoring and incidents.

Not modelled: ticket complexity, incident clusters, admin, on-call standby, holidays, and the legacy accounts that do not migrate. Real FTE needs will be higher.

Legacy accounts that do not migrate still need servicing; their hours must be logged from day 1.

Four of the top seven risks rest on data the company does not yet have

Risk	P	I	Score	Owner	Basis
R1 Weak net-new demand	4	4	16	CEO	Assumption
R2 Founder and team capacity	4	4	16	Board advisor	Fact + judgment
R3 Cash pressure in launch	3	5	15	CFO	Fact + model
R4 Migration cannibalisation	4	3	12	Head of delivery	Fact + assumption
R5 Support hours above plan	3	4	12	Head of delivery	Unknown
R6 High churn	3	4	12	CARE lead	Unknown
R7 Core underinvestment	3	4	12	CEO	Judgment
R9 Security or SLA dispute	2	5	10	Head of delivery	Judgment
R8 CAC above ceiling	3	3	9	CEO	Unknown
R10 Service quality slips	2	4	8	CARE lead	Judgment

Probability, next 12 months

1: under 10% · 2: 10 to 30% · 3: 30 to 50% · 4: 50 to 70% · 5: over 70%

Impact on 12-month cash or EBITDA

1: under €5k · 2: €5k to €15k · 3: €15k to €30k · 4: €30k to €60k · 5: over €60k

Limitations

Scores are ordinal judgments, so $P \times I$ ranks risks; it is not an expected loss. R1, R3 and R4 are correlated and would arrive together.

CARE lead = a role appointed from the delivery team in days 1–30. Sorted by score.